

EDITOR'S COMMENTS

NEW EDITOR, SAME DIRECTION

This is the first issue of *MISQ Executive* since I assumed the role of editor in chief. My limited experience has already reinforced my enormous respect and gratitude for the efforts of the many talented people who make this journal possible. They include the authors, to be sure, as well as our sponsors, the senior editors, the editorial review board, our production editor, and, of course, Alan Dennis, Paul Clay and the entire production team at Indiana University. Jack Rockart has turned over to me a young journal with a strong and growing reputation and a consistent pipeline of quality submissions. I look forward to helping the journal fulfill its promise.

The objective of *MISQ Executive* is to provide useful insights to practitioners based on strong academic research. Accordingly, my goal for the coming year is to retain the integrity of the academic journal while also identifying opportunities to attract—and excite—readers. At the annual senior editors' meeting in December we discussed several ideas for meeting this goal: (1) a jury of practitioners who would share their reactions to frameworks and recommendations in individual articles; (2) interviews of CIOs of leading-edge companies; and (3) new types of articles, such as essays. We will continue to develop these and other ideas during the coming year. Please share your comments and criticisms on these ideas and the journal in general. We treasure your feedback.

EXAMINING THE IT-BUSINESS RELATIONSHIP

The articles in this issue have a common theme: the strategic use of data, information, and knowledge to enhance organizational decision making and business responsiveness. All four articles discuss the relationship between the technology used to capture and disseminate information and the commitment of business managers to use it effectively. These articles highlight the futility of attempts to analyze the impact of the IT unit apart from the impact of managerial use of information. The articles provide a variety of contexts for examining the IT-business relationship.

The Pan, Pan and Devadoss article describes a remarkable example of the fusion of information and management focus: the Singapore government's re-

sponse to the SARS crisis in 2003. Singapore relied on both an existing IT infrastructure and on creative uses of new technologies to combat the epidemic. In this age of growing concern about natural and man-made disasters, this article is a useful guide for ensuring that IT becomes a positive force in mobilizing government response to disasters. Its lessons will likely be just as useful to companies responding to external market shocks.

The Dennis and Vessey article considers the IT-management relationship in terms of knowledge management. They consider how data and management requirements vary depending on two characteristics: knowledge reuse goals and knowledge lifespan. They then explain how differences in these requirements should lead to different knowledge management strategies. Although researchers have been writing about knowledge management issues for more than fifteen years, this article highlights how difficult it is to convert individual knowledge into an organizational asset.

The Carte, Schwarzkopf, Shaft and Zmud paper recognizes the dual importance of a technology infrastructure (most notably a data warehouse) and an organizational infrastructure (particularly effective social networks) in applying a company's data assets for more effective decision making. Using as an example the development of advanced business intelligence capabilities at the medical devices unit of Cardinal Health, this article offers sound advice on how to convert huge investments in transactions systems like SAP into valuable business intelligence.

The Krogh, El Sawy and Gray paper, the first-place winner in the 2005 SIM Paper Competition, describes how a small mortgage bank responded to turbulence in the U.S. mortgage industry—and then contributed to that turbulence to its own advantage. The authors refer to the turbulent business environment as a perfect storm. The company, IndyMac Bank has succeeded in this storm by fusing IT with the business. The authors describe the strategic focus and commitment as well as the technological maturity that has enabled IndyMac Bank to become a force in its industry.

STAFF CHANGES

To provide some continuity as the EIC role changes hands, Jack Rockart has agreed to a one-year term as senior editor. Jack has tried many times to retire, so we feel very fortunate to have his continued involvement. Allen Lee and Cynthia Beath, both founding senior editors, have also agreed to serve one more year as senior editors. Allen will devote his efforts to *MISQE Digest*—submissions intended to develop useful practitioner insights from outstanding academic research already published in academic journals. Cynthia will handle special projects, as well as handling manuscripts on an as-needed basis. Cynthia has already organized a special workshop at AMCIS in Acapulco for researchers interested in positioning their work for *MISQE*. She will issue a call for papers sometime in January.

We also welcome five new members of the Editorial Review Board: Linda Applegate from Harvard Business School, Andy Boynton from Boston College, Omar El Sawy from the University of Southern California, Bill Kettinger from the University of South Carolina, and Jerry Luftman from Stevens Institute of Technology. These new Editorial Review Board members join a distinguished group of researchers, most of who have worked with us since the journal's inaugural issue. Later this year we will institute a succession plan, whereby long-term Board members can start to retire.

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Editor in Chief

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